EVALUATION OF COMMUNITY FEEDBACK IN SHAPING HUMANITARIAN RESPONSE

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EXECUTIVE SUMMARY

As humanitarian crises become more prevalent and affect more people, the need to listen and respond to community opinions and concerns is vital. Humanitarian action cannot maximize its effectiveness unless it evolves and adapts its approach to ensure the voices of affected people are heard and their concerns are addressed in a meaningful way.

Initiated in the wake of the 2015 Nepal Earthquake, the work of the Nepal Inter Agency Common Feedback Project (CFP) aimed to support a shift in our way of working by putting people at the centre of humanitarian action. This was done by aggregating and communicating a broad picture of the combined community feedback for humanitarian actors and government on a regular basis.

Pan-response aggregation and dissemination of feedback from crisis affected populations is becoming a global standard, as evidenced by recent attempts at replication of the CFP model in Yemen and South Sudan.

This evaluation has assessed the inputs and outputs of CFP to determine the level of satisfaction of the target audience -- humanitarian agencies, clusters, and donors. It also assessed how products developed through the project contributed to the wider framework of analysis and reporting done during the earthquake response.

Most importantly, the evaluation sought to determine how feedback generated through the common feedback project was used by humanitarian agencies, and what barriers existed in preventing use of such data.

While this evaluation is focused on the CFP in Nepal, the findings are relevant in informing and shaping common services for accountability in other contexts.

Overall Success of CFP

The evaluation found that CFP Nepal was successful in meeting its objectives during Phase 1 of the project. The CFP was found to be valuable in terms of support to the humanitarian infrastructure, particularly in terms of providing trends analysis of response performance in the wake of the Nepal Earthquake.

The common service platform of the CFP should continue to ensure elevation and triangulation of community feedback from multiple sources, such as the perception surveys, Open Mic, community meetings and agency feedback coordination.

The project's flexibility and service oriented approach added value in

coordinating with partners to provide a common aggregation and analysis of community feedback. With the infrastructure established and accepted, CFP Nepal be should continued to operationalize accountability within the reconstruction and recovery phase and into other (non-earthquake) high-risk districts. Continuation of CFP Nepal will also provide the opportunity for longitudinal analysis for broader reconstruction and recovery efforts.

Strategic and leadership at national level

By the time the CFP reached project maturity, the role of decision making bodies, such as the HCT or ICCG shifted to become information sharing forums. This limited the impact of the CFP in shaping decisions at the strategic level for the immediate response. However, with CFP at maturity for winterization, the project was better able to shape decisions related to winterization support.

Future CFP models and CFP Nepal should be contingent upon committed leadership and support from the humanitarian community. This includes ensuring that ICCG / HCT meetings have a standing agenda item on accountability, specifically reviewing results from the CFP, identifying trends, collectively defining solutions and tracking progress. CFP should also be recognised in planning processes and documents such as the Emergency Response Plan.

Operational and Programme

The CFP was most successful at shaping humanitarian action at the operational and programme level, particularly at district level. Building on this, the CFP, as part of Emergency Response Preparedness and the reconstruction phase, should coordinate with and support stakeholders in ensuring accountability and community feedback are embedded components in programming. To achieve this, the CFP must continue to strengthen its outreach and communication of methodology while also providing layered analysis to support integration of feedback and programming.

Preparedness measures to map information gaps, sources and needs and establish agreements for a comprehensive CFP will inform situation awareness and support planning during reconstruction. Alignment to Core Humanitarian Standards and other relevant national standards will enable integration into tools and guidance such as 4ws, displacement tracking and needs assessments.

For future contexts (globally), a CFP toolkit should be developed that includes guidance on staffing structures, partnership screening, information product timelines and validation methods. Supporting accountability approaches and understanding can also be reinforced in training for surge staff on how CFP can support response efforts.

Ultimately, commitment at the leadership level is required to ensure effectiveness of CFP approaches in shaping humanitarian action.

Furthermore, coordination and dissemination of feedback and planning during the reconstruction phase into accessible communication formats for communities is a valuable role that CFP should play in Phase II.

Timeliness for Immediate Response

In order to ensure that common services for accountability, such as the CFP, are able to respond immediately following crises, it is critical to have pre-agreements and structures in place. Preparedness measures to establish project components (staffing, contracting of services, procurement, etc.) will avoid the administrative delays experienced in the rollout of CFP in Nepal. This directly impacted the project's effectiveness and use by clusters and agencies in the immediate response phase. While it is recognized that it takes time to establish the credibility and value of the data generated by the CFP, immediate roll-out of the CFP approach can ensure community feedback is more effectively considered in humanitarian action early into the response phase.

The lengthy approval processes for information within the UN, while extremely necessary, delayed information turnaround. Data processing, analysis and dissemination of information should be expedited in the response phase to 48 hours and recovery to seven days. A risk analysis of CFP should balance the need of populations and stakeholders to access data and information in a timely manner. Improved data analysis that provides richer and integrated information to stakeholders, as well as, advocacy to agencies to make available data from feedback and assessment part of the Humanitarian Data Exchange (HDX) is needed.

Shaping Decision-Making

The success of future common feedback mechanisms depends on how we approach new environments; how we integrate CFP into existing resources and emerging resources to maintain strong consolidated communication with and feedback from communities that leads to changes at operational and strategic levels. This requires major changes at all levels – local, national, regional and international – to better integrate current and future Common Feedback Projects within the humanitarian system to contribute to strategic and operational decision-making. These changes are necessary in the existing context and also need to be considered in future iterations of the CFP. The commitment of leadership to the issue of accountability, combined with adequate trainings and toolkits for implementing staff, are required to ensure an effective CFP approach that elevates community feedback to shape humanitarian action.

INTRODUCTION

This report contains findings and recommendations from the evaluation of the Nepal Inter Agency Common Feedback Project (CFP) undertaken in February 2016. The evaluation aims to understand the use and added value to key stakeholders of the common service feedback mechanism developed after the 2015 Nepal Earthquake.

The aim of the CFP was to provide added value by augmenting various Communicating with Communities (CwC) modalities to provide a common service that ensured inter-agency feedback was:

1. Collected from communities via a range of robust and accessible mechanisms; and
2. Fed to, and used by, senior response management and operational staff to direct the response and recovery planning.

The CFP aimed to support the Humanitarian Country Team (HCT), Inter Cluster Coordination Group (ICCG), clusters, government and operational partners to provide strategic guidance, operational direction and support for humanitarian programming more broadly.

This evaluation provides a significant opportunity for reflection on the common service feedback mechanism in the Nepal context, as well as the broader context as the common service model is established in Yemen and South Sudan. Findings and recommendations from this evaluation are to be taken forward in Phase II of the CFP in Nepal.

Evaluation Objective and Report Structure

The evaluation pursued the following objectives:

1. Assess the *inputs* and *outputs* of the CFP to determine satisfaction of target audience (donors, humanitarian agencies, clusters) and how products developed through the project fit within the wider framework of analysis and reporting done during the earthquake response.
2. Determine how feedback generated through the common feedback project was used by humanitarian agencies, and what barriers existed in preventing use of such data.

The report presents an analysis of these objectives in two parts. The first part examines how the CFP shaped the overall strategic response efforts by the HCT/ICCG and various government entities in Nepal. The second

part examines the influence of the project at operational level on stakeholders including programme coordinators, district level government, frontline staff and partners.

Data from key stakeholders interviewed for the evaluation appear throughout the report in the following format: *Key informant: This is a verbatim excerpt from informant data.* The excerpts are included to support the findings and recommendations.

The CFP evaluation was undertaken subsequent to the Communicating with Communities In Nepal Earthquake Response study commissioned by the Communicating with Disaster Affected Communities network (CDAC-N).[1] The overall aim of the CDAC study was understanding what, if any, added value and outcomes the many CwC initiatives in Nepal have had for people affected by the earthquake, from the perspective of the affected population. It was intended to inform a theory of change to underpin future CwC activities by individual agencies.

The focus of the CFP evaluation, while related, differs markedly in its aims and focuses on assessing the inputs and outputs of the CFP and use of consolidated community feedback data within the context for key stakeholders.

[1]The CDAC Network was founded in 2009 by a group of UN, INGO and media development organisations to facilitate collective work on making communications with communities an integral part of disaster response.

COMMUNICATING WITH COMMUNITIES

Nepal Risk Reduction Consortium (NRRC) Communications Group

Nepal has been the focus of risk reduction, preparedness and disaster response initiatives for numerous years. The Nepal Risk Reduction Consortium is one such initiative acting as a central multi-stakeholder mechanism for key stakeholders to plan and prioritize disaster management communication activities.

Prior to the April 2015 earthquake, communications planning and activities occurred under all Flagship programmes of the NRRC, and were carried out through a variety of mechanisms by multiple partners. In 2011 the NRRC commissioned a communication report that recommended a more coordinated and sustained public information campaign for all Flagship programmes. The NRRC Communications Group was established and led by the Ministry of Home Affairs.

The intention of this Group was to support the work of partners rather than to replace it by better coordinating such public information work, sharing information on work already planned and harmonizing messages and approaches. The Group focused on Flagship priorities that included preparedness for response for communicating with communities. This process raised awareness and established collaborative ways of working that formed the foundation for future CwC initiatives in the response. It provided a forum for stakeholders involved in CwC work to build relationships and collaborative ways of working. The preparedness and response coordination forum provided a strong foundation for the implementation of CFP, as well as, gaining nationwide agreement on CwC risk reduction and preparedness messages for multiple hazards prior to the Earthquake.

Communicating with communities (CwC) response

The NRRC Communications Group formed the basis for what soon became the Communicating with Communities Working Group (CwC) after the Earthquake. The CwC Group provided a platform to discuss activities associated with mainstream communications and communicating with communities programming. The core objectives of CwC WG in Nepal included:

- Common messaging developed by humanitarian stakeholders on sector-based messaging for clusters;
- Agreement on distribution of messaging channels to coordinate communication needs;

- Coordinated communication assessments, either as standalone assessments or identifying communication questions present in existing assessments;
- Supporting the development of communication education materials; and
- Consolidating community feedback for government and humanitarian stakeholders.

In the initial weeks, UNICEF, with a mandate in communication for development, chaired and coordinated the CwC Working Group. UNOCHA CwC staff and the Resident and Humanitarian Coordinator's Office (RCO)/NRRC supported coordination of the CwC. Initial CwC response activities included developing messages based on cluster consultations, media agencies broadcasting messaging to affected communities, CwC needs assessments and various hotlines, plus mapping of information needs of affected communities to facilitate two-way communication between affected communities and humanitarian responders. An overview of CwC response initiatives by CDAC members is available through CDAC Study on Communicating with Communities in Nepal Earthquake Response, 2016[2].

The CFP was developed and implemented under the umbrella of the CwC WG. The initial structure of the project included the use of different platforms and methodologies aimed to augment and complement information needs of the HCT, cluster and inter cluster coordination fora.

[2]CDAC Study on Communicating with Communities in Nepal Earthquake Response, 2016, 36

OVERVIEW OF INTER-AGENCY COMMON FEEDBACK PROJECT (CFP)

The Nepal Earthquake Flash Appeal and Action Plan was developed by humanitarian partners and launched on the 29 April 2015. It had five strategic objectives to meet the humanitarian needs and focused on WASH, health services, emergency shelter, protection of vulnerable people, logistics, telecommunications and local coordination capacity. Strategic Objective 5 called for "an interagency common service that is established so that affected people have access to information and are able to provide feedback to ensure a more effective humanitarian response." The Common Feedback Project (CFP) was developed and implemented in line with Strategic Objective 5.

Funded as part of the enabling environment aspect of the Department for International Development's (DFID) business plan[3] the CFP was structured as an interagency common service to build on existing structures and partnerships in Nepal. Since beginning eight months ago, the CFP has synthesized and elevated community feedback received from multiple platforms including community perception surveys, rumour, issue and concern tracking and agency feedback mechanisms, ensuring community feedback is aggregated into common information products. This feedback is shared with the entire humanitarian community, including HCT, all clusters and organizations, district level government as well as civil society and other actors. The distribution takes place through email, outreach meetings with varying stakeholders at national and district level and social media channels.

The aim of elevating community feedback from multiple trusted sources is to provide stakeholders the accurate data required to adapt programming to better address concerns and issues arising from communities across the response and recovery/reconstruction phases. Key stakeholders were encouraged to consider the CFP findings in discussions, planning and decision-making, as well as, discuss with affected populations.

Although initially conceived as a project covering the emergency, recovery and reconstruction phases, the emergency phase provided seed funding for this project for six months. The challenge facing CFP will be to secure

[3]DFID Nepal Earthquake Response Partner Programme Monitoring Report, September – October 2015

a longer horizon to support accountability within the recovery and reconstruction phase.

CFP Information Outputs and Activities

Presently CFP directly produces four information products to provide longitudinal insight and analysis on trends to support transition and recovery efforts. These include:

- Interagency Community Feedback Report;
- Issue in Focus Pieces;
- District Community Feedback Reports; and
- Trend Analysis Reports[4]

A graphic outlining each CFP information product, output frequency and dissemination to stakeholders appears below.

Recently initiated, the Trend Analysis Reports have been generated as needed by CFP for specific issues associated with response and recovery planning. The report is shared with stakeholders through the Information Coordination Platform (ICP) that replaced the ICCG in February 2015. This report is useful in providing more analytical data and advocacy on affected populations' needs as the response transitions to recovery, and should be continued.

[4]In October 2015 the DFID Nepal Earthquake Response Partner Programme Monitoring September – October 2105 Report lists CFP products as: Weekly rumour tracking, Ground Truth Report, CFP consolidated report (perception surveys, feedback from organizations, rumour tracking) – monthly, Issue in Focus (once a month) – shorter and analytical piece on specific issue from feedback (using data we have available) Group in Focus (once a month) – shorter and analytic piece on specific group and their feedback (using data we have available), Feedback in Action (once a month) – short case study on how an organization used feedback, 14 district reports (monthly) – specifically for government and partners at district level.
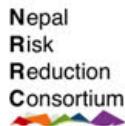
The Project also supports activities such as the Internews led Open Mic (rumour tracking) bulletin through direct funding to the Open Mic initiative through local partners Accountability Lab and Local Interventions Group. Indirectly, financial support for the perception surveys and community meetings greatly benefits the Open Mic project, with data collection by volunteers of Accountability Lab's and Local Interventions Group's quakehelpdesk, which CFP funded. In addition, the community meetings are a platform to collect qualitative data from communities for Open Mic.

Information products and content have been streamlined, amended and analysis deepened based on feedback usually coming from programme staff of key INGO, NGO partners, District Lead Support Agencies (DLSA) and the Coordinator for Residual Humanitarian Needs since the project's inception. The main product changes have been the cessation of Ground Truth (GT) Reports at month three of the project and the addition of Trend Analysis Reports based on feedback received from key informants that suggested the style and method of presenting information in the GT reports was not easily digestible and, therefore, difficult to take action on. A recently added interactive web portal for CFP data and information provides open data to key stakeholders for use within programming.

The CFP team should be congratulated for this responsiveness to requests for information products and an approach that is client centric, particularly in light of the impact of the fuel crisis on operations not seen as 'core' in Nepal. The fuel crisis dominated the bulk of the length of CFP and the team's commitment to responsiveness should be acknowledged. Additionally CFP should be recognised for its open data policy that allows for all stakeholders to access raw data generated from the project for use.

Finally, discussions were ongoing at the time of the evaluation with the CFP team about the usefulness and future placement and production of CFP information products, in particular on separating the information projects in Phase II, particularly Open Mic. This poses a risk, as the strength of the various information products (Open Mic, National and District Feedback Reports) is the technical and conceptual checking and triangulation of data from perception surveys with the CFP. Open Mic is not as effective without the quantitative verification provided by the perception surveys and vice versa, the perception surveys are not as effective without the underlining qualitative approach of Open Mic.

KEY EVENTS FOR CFP NEPAL

Nepal Risk Reduction Consortium

Nepal Risk Reduction Consortium Communications Group operating in Nepal since 2012

Earthquake strikes Nepal April 2015

HCT+ commences April 2015

Nepal Earthquake Flash Appeal and Action Plan launched 29 April 2015

OPEN MIC NEPAL Listen. Verify. Report.

CFP team recruitment ongoing from July to August 2015. First National report issued in August 2015

Open Mic issue 1 released 6 July 2015

CFP Phase I assigns Project Manager in June 2015

CwC Nepal and CFP Phase I planning commences in May 2015

CFP Issue in Focus and District Reports commence in September 2015

Winterization discussions with clusters and CFP begin in September 2015

OCHA and clusters transition/depart from Sept to Dec 2015

CFP Nepal Trends Analysis conducted in January 2016

CFP Nepal Phase II begins in March 2016

SUMMARY OF CFP OUTPUTS

OPEN MIC NEPAL — Listen. Verify. Report.

Rumor tracking bulletins (Open Mic) led by Internews with Accountability Lab and Local Interventions Group, supported by the CFP in data collection and advocacy

1. National Level Community Feedback Reports

2. District Level Community Feedback Reports

3. Issue in Focus Bulletins

4. Targeted Surveys

5. Trend Analysis

CFP supported community meetings conducted in 14 districts (and corresponding community reports) with Accountability Lab and Local Interventions Group

Output Frequency

Weekly

1. Monthly
2. Monthly
3. Occasionally
4. Monthly
5. Occasionally

Five meetings in each district (14) per month (over 3 months)

No. produced/convened

Thirty-three

1. Seven
2. Fourteen (per month)
3. Four
4. Six
5. Three

One hundred and sixty-seven

Stakeholder Use

Received by HCT, ICCG/ICP, INGOs, NGOs, Red Cross, and Media via email distribution lists

Shared with district government via email distribution and DLOs/DCs

Shared with national government on ad-hoc basis

HCT receives output 1,3,4,5 by email. Recent CFP reports have been listed as a HCT agenda item (particularly related to winter preparedness).

District government receives report via email lists and District Liaison Officers (DLOs).

National Government receives via cluster counterparts

ICCP/ICP. INGOs, NGOs, Red Cross and media primarily receive through email distribution list and, DLOs at district level.
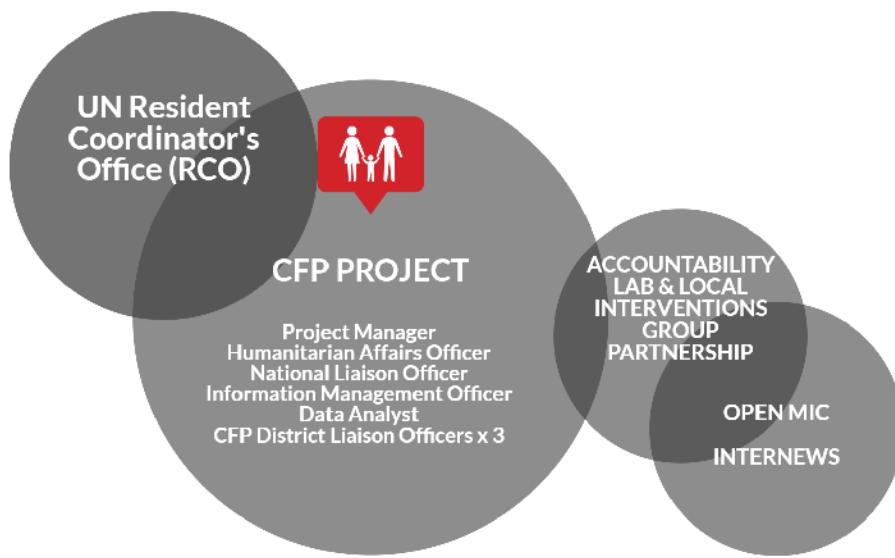
Community meeting reports not shared with HCT.

Community meeting reports shared with ICP via email.

District level government, INGOs, NGOs, Red Cross, Media invited to community meetings with reports shared by DLOs and DCs

Community meeting reports also support Open Mic bulletins

CFP PROJECT STRUCTURE

At national level the project team consists of senior representation from the Resilience Advisor/Head of NRRC, Head of the RCO in the Resident Coordinator's Office (RCO) and CFP Manager. The Resilience Advisor/Head of NRRC and Head of the RCO divide time between this project and other projects within the RCO mandate and also provide a direct link to the RC for advocacy on CFP information products. The CFP Manager, reporting to the Resilience Advisor/Head of NRRC and Head of the RCO, manages CFP and supports other NRRC/RCO streams of work. The CFP Manager role was funded by DFID through the NRRC as a Communications Analyst, with the agreement that and this person would be seconded to the CFP for project management.

Current implementing partners include Accountability Lab, Local Interventions Group and Internews. Accountability Lab employs District Coordinators across the 14 priority affected districts, usually media personnel, who are well connected within their communities to key stakeholders. These are supplemented in three district hubs by CFP District Liaison Officers (DLOs) (Sindhupalchok, Gorkha and Dolakha).

Accountability Lab and Local Interventions Group operationalize the CFP using District Coordinators (DC) and survey enumerators to access, gather and disseminate data on community perceptions each month. The national and district CFP team supports strengthened collection, processing, analysis and dissemination of information through ongoing consultations on survey questions, analysis of data and advocacy of information products through outreach to stakeholders. The processing and analysis of data supports the mentioned information products to show and convey key messages and rumours on issues associated with relief and recovery.

IMPACT IN SHAPING ACTIONS AT STRATEGIC AND LEADERSHIP LEVELS

The evaluation set out to measure the satisfaction and use of CFP products by the HCT, ICCG, clusters, National and District Government in strategic decision making after the Nepal Earthquake. Generally, most informants reported that CFP was valuable and relevant to the HCT/ICCG as a tool that provided an overall collective analysis of key stakeholder performance. Initially, assisting senior managers with advocacy on critical response issues, CFP has recently provided stakeholders with concrete data with which to balance competing priorities during the transition from response to recovery.

However, influence on decisions in the HCT / ICCG was limited by three factors:

1. The function of the HCT and ICCG and the presence of decision makers within HCT and ICCG at project maturity;
2. CFP staff access to the HCT and ICCG; and
3. Access to data and integration into globally recognized frameworks and current response tools and guidance.

Key Findings

Humanitarian Country Team/Inter Cluster Coordination Group/Cluster

The HCT and ICCG and respective clusters were the main bodies shaping the strategic direction of the humanitarian response after the Earthquake. The Information Coordination Platform (ICP) has replaced the ICCG when the clusters ceased after December 2015.

An HCT+ structure, initially established in previous responses and preparedness work, was also used for the earthquake response. Participation included cluster coordinators, working group coordinators, other organization representatives as well as donors, and was considered a useful inter-agency and donor coordination mechanism as well as a coherent way to identify challenges and sometimes find solutions. National NGOs also joined after the Earthquake. HCT+ included additional members reverted back to its

original format in the months following the Earthquake. Within the current operations, CFP information was shared on a weekly and monthly basis to key stakeholders such as the HC/RC, HCT and ICCG (when active) heads of clusters and donors.

The CFP reached maturity in September 2015 with its collection, processing, analysis and dissemination of community feedback information to key stakeholders, assisted by a very capable CFP Manager. At this time, the function of the HCT predominantly operated as a meeting for information sharing and issue-raising for the broader humanitarian community, rather than decision-making. Emergency operations staff, rather than heads of agencies, also largely attended these forums, perhaps suggesting more operational focus within the HCT/ICCG at the time the CFP data was coming online. These two contextual factors hindered the impact that the CFP had on shaping decisions and actions at a strategic level.

Not surprisingly, the most commonly cited example of CFP use was winterisation support discussions in September 2015. Four factors contributed to the use at this time:

1. Improvement in dissemination and awareness of CFP information products and support;
2. Staff turnover had reportedly slowed in clusters and agencies;
3. Sustained outreach by CFP team members to explain the products' use; and
4. The perception by some informants that comprehensive data was not available on affected populations and districts in which to support evidence based decision-making.

CFP data supported winterisation discussions on under-serviced areas and populations within the response. This led to a re-examination and advocacy from donors such as DFID to partners to consider different districts within the response, ensuring that humanitarian response plans (HRPs) were based on findings of community perception surveys.

Other contextual factors worth noting included the funding flexibility of some donors to re-programme that allowed for course correction

[5]STAIT Learning Review Preparedness for Response in Nepal, Senior Transformative Agenda Implementation Team (STAIT), January 2016.

[6] An Intercluster Coordination Group also existed for cluster-specific issues.

[7]STAIT Learning Review Preparedness for Response in Nepal, Senior Transformative Agenda Implementation Team (STAIT), January 2016. Initially a HCT+ that included additional members mentioned it reverted back to its original format in the months following the earthquake.

[8]See table below for dissemination of CFP information products.

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adapting to changes from the CFP. CFP potentially has a role in filling this critical information gap in Nepal and future models to provide evidence of underserviced populations and affected locations prior to comprehensive data on needs being available.

Prior to September 2015, the following hindered CFP information products use:

1. **Delay in the processing of project components:** significant time elapsed to process project components (staffing, contracting of services, procurement, etc.) and this had an impact on project implementation. Funding for CFP was secured in June, with the first community feedback report issued in July, four and half months after the Earthquake. This had an impact on the uptake of information and the outcomes of the project as cluster and agency planning was significantly underway.

2. **Access to decision making and decision makers by CFP team members:** to an extent, the current model's strength has been the location of the project within the RCO, giving the project direct access to decision makers within the HCT structure through the Resilience Advisor and Head of RCO. However, it is worth noting that the CFP Manager was insufficiently senior to gain access at times to key meetings such as the HCT despite the project being located in the RCO.

3. **Access to data and integration into existing response tools and guidance in use in the clusters, ICCG and HCT and more contextual analysis:** CFP follows an open data policy that allows access to raw data for all stakeholders. CFP products could be strengthened by gaining access to additional key data sets and refining and matching that data to geographical or thematic areas and integrating data into 4ws or needs tracking. Matching perception surveys and information outputs to planning frameworks such as the Core Humanitarian Standard (CHS) could further strengthen influence at this level in strategic decisions.

The analytical capacity of CFP to take advantage of available data was lacking in Phase I. In Phase II analysis should be strengthened to move data and information from information presentation to richer analysis of results. This could include comparisons between high and low data results by district and specific pointers to where the data links to cluster data sets.

National and District Governments

The CFP had limited direct influence at the National Government level. Mainly, the CFP worked with clusters that had direct leadership and coordination with government ministry focal points. In addition, there is no clear national government ministry or focal point on issues related to accountability or community engagement. Attempts to engage early on with national government bodies on their planned hotline were not pursued given the capacity of the CFP to manage integration within such as large project.

CFP staff, in particular District Liaison Officers, instead engaged at an operational level directly with local authorities and NGOs through the District Disaster Relief Committees (DDRC). In Sindhupalchowk, this was also assisted through very capable Emergency Response Coordinators and DLSA who assisted with early buy-in, paving the way for support to the project at a district level.

Discussions with the National Reconstruction Authority (NRA), the body responsible for leading recovery plans for the coming three years, are underway by CFP staff. The NRA accountability framework and the role that CFP may play in supporting a nationally lead recovery was not clear at the time of the evaluation and should be further explored in Phase II.

IMPACT IN SHAPING ACTIONS AT THE OPERATIONAL LEVEL

Key Findings

Media

Recent findings in the 'CDAC Study on Communicating with Communities in Nepal Earthquake Response' show communities preferred to receive *general information* through radio and face-to-face means after the Earthquake[9]. Radio is widely trusted by communities in Nepal[10].

Currently, CFP supplies twelve radio stations with Open Mic material, as well as Association of Community Radio Broadcasters Nepal (ACORAB) through its network of 200+ radio stations. Internews also supplies Open Mic to over 400 journalists covering all radio stations in 14 districts and mentors eight radio stations to improve community engagement to share information from their community. This provides a link between the information products, in particular Open Mic, and communication back to communities of information from CFP. In places surveyed during the evaluation, DLOs and DCs targeted radio stations with wide coverage of

[9]See CDAC Study on Communicating with Communities in Nepal Earthquake Response, 2016, 36. General information is to be distinguished from information that is personally more relevant as people sought to rebuild their lives. General information is reported as 'information about the disaster and about the assistance that would be available, especially from the government'.

[10]See CDAC Study on Communicating with Communities in Nepal Earthquake Response, 2016, 36. General information is to be distinguished from information that is personally more relevant as people sought to rebuild their lives. General information is reported as 'information about the disaster and about the assistance that would be available, especially from the government'.

[11]BBC Media Action launched a mobile phone survey in August 2015 to identify people's information needs, media perceptions and livelihoods, with a total of 190 respondents in Sindhupalchowk and Gorkha districts. 91% said radio was their main source of information (83% said it was their most trusted source). Radio Sindu, Radio Gorkha, Radio Dhading operate in these districts and where interviewed for this evaluation. No specific numbers could be given on listeners for their respective stations.

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Key informant:

"The undersecretary for the reconstruction was involved in answering questions on radio about what and how relief and construction is developed. It was really powerful to witness this."

affected areas to maximise dissemination of information back to communities[11]. It is also useful to note that in some districts NGO and INGO staff worked closely with communities to check understanding of Open Mic materials and this practice reportedly proved effective in building an awareness and mitigating rumours.

The radio informants interviewed stated that Open Mic content was used within planning and programming as the information was current and related to rumours about the disaster and about the assistance that would be available, especially from government.

The trend has been to integrate Open Mic content within news programming or use this as the basis to plan Earthquake specific radio programmes, such as those funded by Oxfam in Gorkha. The content was adaptable for some media stakeholders who often built on this with more locally relevant examples and contacts for rumours and issues. Agencies such as Internews complemented radio programming with a media mentoring programming to assist with and improve community engagement.

Journalists and other media sources found Open Mic most useful and used it primarily to generate news or longer investigative stories in other sources such as newspapers. However, some media personnel perceived CFP products such as the feedback reports as focused on information provision to humanitarians. Media could be targeted with more outreach or integration of CFP within media development training or capacity building projects underway in Nepal to lessen this perception.

Workshops with media development agencies should focus on using data and information in radio and newspaper content and how to use graphics, data and information within reports for media content.

Humanitarian community

The impact in shaping operational level decisions of agencies such as UNDP, UNICEF, Red Cross and Association of International NGOs (AIN) members was varied. At an operational level the project aimed to support humanitarian agencies with common aggregation and analysis of community feedback. All agencies interviewed reported that the CFP data and reporting provided general background information on community satisfaction and needs. Informants reported that CFP information and

data was used to confirm rumours, perceptions and satisfaction of communities gathered through their individual agency feedback systems or assessments.

Within programme managers and monitoring, evaluation, accountability, and learning (MEAL) staff interviewed there was a general feeling that feedback from affected people collected through CFP at the national level did not adequately influence cluster plans and programmes. Operational staff instead relied on district level CFP reporting, using this as background information for decision-making or supplementing existing needs assessments, monitoring or evaluation material.

CFP also played a greater role in influencing communication programming than other programming areas. Frontline staff or social mobilization staff were, as a general rule, provided by NGO or INGO programme managers Open Mic to read weekly as a means of passing on timely and relevant information regarding community rumours. The document was viewed as extremely relevant and easily accessible by staff interacting with communities. Frontline staff used Open Mic within focus group discussions with communities or provided the information directly to communities by posting this information within prominent community gathering areas.

At a programme level the example most cited, unsurprisingly, is the use of CFP information within winterization support discussions. As mentioned before the project had been regularly coming online and operational staff where sufficiently aware of the CFP.

The barriers to influencing operational level decisions ranged from integration of CFP data into planning and programme frameworks to the capacity of staff to influence decisions of these stakeholders. The CFP data and information could be integrated in a more comprehensive way to match operational priorities of key stakeholders. The project could strengthen its influence at this level by adjusting the current information products to reflect the Core Humanitarian Standards (CHS). Staff from Save, Oxfam and some local implementing NGO partner organizations in Nepal use the CHS framework.

Another additional context barrier relates to the fuel crisis, ongoing at the time of this evaluation, and throughout most of the CFP. In particular,

Key informant:

"I appreciate the information but I don't use it to advocate, particularly in the current crisis where fuel is an issue. I'm reliant on the government to approve fuel rations."
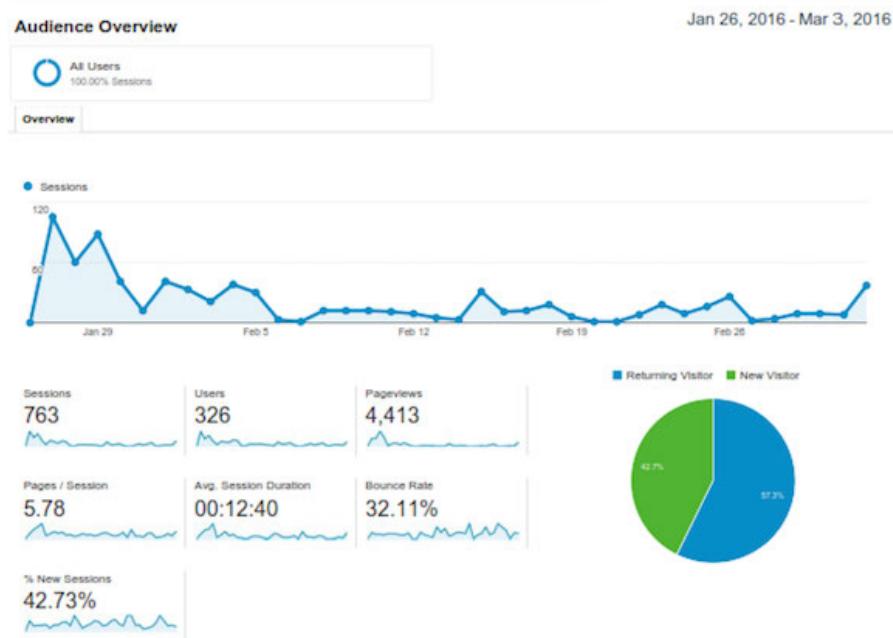
NGOs were unlikely to use the information in advocacy to government or to draw attention to this with government partners.

Additionally, understanding the sampling process and how volunteers were trained to collect information was unclear to some operational stakeholders; despite an explanation of how the sample was undertaken being included in the national reports. Phase II should include explanations of both processes in all CFP products, as well as training DCs and DLOs on the approach to aid clear communication to relevant stakeholders. Reluctance was expressed on use of data where *'sample sizes were low'* or the quality of data collection was not clear. The technical and conceptual triangulation and validation of data from perception surveys with the CFP also takes place on an ad-hoc basis. Currently, data is checked through a random sampling of respondents to perception surveys to check survey question comprehension. This process could be strengthened and documented in Phase II of the CFP and communicated to stakeholders to address these concerns.

An improvement in the dissemination and turnaround of the project data and information to leadership and programme staff has been achieved through a concerted effort by CFP staff after a DFID review in October 2015. However improvements in both areas are still needed to ensure that information is reaching stakeholders in a timely fashion.

While the awareness of the project and it outputs are hindered by staff turnover primarily in humanitarian and government agencies this could be mitigated by regular stakeholder analysis, particularly in the district of Sindhupalchowk.

CFP has also recently launched, in January 2016, an excellent online data portal that provides raw data for stakeholders to use. The graph and interviews suggest that communication and training on use of the online database could be increased to introduce stakeholders to this resource.

Staff capacity and human resourcing within districts with DLOs should be addressed and an orientation kit developed. Many interviewed felt that the team undersold the excellent CFP information products available to the humanitarians or government. Clearer communication from CFP DLOs on how the products link to operational programming is needed to translate the project into action. Likewise, DLOs would benefit from capacity building in topics such as conflict management, coordination and advocacy and regular briefing and sharing of challenges within districts. Finally, the competent and well-respected Project Manager contributed to the project's success by building trust and buy-in once the project reached maturity with operational stakeholders.

The graphic below provides an overview of use by organization as of January 2016.

UPTAKE OF CFP OUTPUTS

Adaptive communications and outreach

Commonly identified by organizations on how CFP outputs were used

. . . .

example:

UNICEF worked with Radio Nepal to broadcast key messages on four daily programs. These messages covered topics of psychosocial support, accessing relief and key WASH, Health and Protection messages. Three months post-earthquake, UNICEF also worked with media partners to adjust this programming to become more relevant and accessible by affected communities. As part of making programs more relevant, UNICEF and media partners used the monthly Community Perception Reports and Open Mic to identify key issues to support content development.

Integrated with monitoring frameworks

Identified by Clusters, UN, INGOs and district government

. . . .

example:

The Gender Working Group incorporated three questions from CFP into the gender-monitoring framework. In addition, three drill down questions where incorporated into perceptions surveys to roll out in target sites.

Supported needs identification, planning and decision making

Identifed by Clusters, UN, INGOs, donors and district government

. . . .

example:

DFID instructed partner I/NGOs that community perception reports should be an appropriate source of information for them to prioritize their work. In addition, the community perception surveys were used to redirect funding for under-serviced areas for the winter response..

Advocacy

Identified by Clusters

. . . .

example:

Protection Cluster lead distributes all CFP materials, including Perception Survey Reports, Issue in Focus and rumor tracking to all Protection Cluster partners (350+ people) and uses information for advocacy efforts.

District Governments

With the departure of UNOCHA and clusters from September to December 2015, coordination has tended to focus on the district level. Project staff also reported a focus on district level where tangible impact could be achieved. This is confirmed in interviews with district level government officials who report using Open Mic and district level Feedback Reports regularly to plan and discuss. There was an appreciation of the analysis at caste/ethnicity level and requests to include VDC data and increase the sample size. Dissemination at district level could be improved by instigating the distribution of hard copies to government stakeholders. Likewise, a standing agenda item at DDRC should be encouraged to ensure that CFP information is discussed as the district plans and discusses reconstruction policy and programming.

At the district level, linkages to Ward Citizen Forums could be further explored in Phase II to assess the opportunities for partnership in future iterations of the CFP within Nepal. Currently, Ward Citizen Forums and Ward Coordinators are used as channels by some humanitarian agencies to communicate messaging[12]. The CFP could support the HCT/ ICCG to map existing traditional complaints and feedback mechanisms with the aim of possibly including these within the CFP.

Partners

Community meetings led by partners such as Accountability Lab and Local Interventions Group were seen as critical in using the data and disseminating information to affected people at community level. The community meetings brought together local authorities such as the LDO, CDO or VDC Secretary and created face-to-face interaction and feedback from communities. In some cases issues were dealt with expediently in affected VDCs. The meetings also provided opportunities for media agencies to reach affected communities with vital information.

The partnership with Accountability Lab and Local Interventions Group provided excellent support to districts where DLOs were not present. For example, in Dhading the dissemination of information products, follow up and advocacy to government and other key stakeholders was facilitated through an experienced DC. Fifteen community meetings had been convened from December to February with attendance of government representatives, NGOs, INGOs and media in Dhading. Local and national coverage of the concerns within the CFP materials and outcomes of the meeting had been published and broadcast through numerous radio and

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[12]CDAC Study on Communicating with Communities in Nepal Earthquake Response, 2016, 41.

newspapers, including Radio Sindu and Rajdhani National Daily newspaper. The DC in Dhading engaged in a practice that should be encouraged in other affected districts: using the community meeting reports to follow up with stakeholders. The outcome of these discussions were provided to media, thus providing an important channel of communication back to communities on what issues were solved and what remained outstanding.

Future iterations of the CFP model must carefully consider all political sensitivities and develop a risk matrix of mitigating actions. A comprehensive communication plan for project findings for communication to national and district government stakeholders should be also developed in Phase II. This plan should cover instances where information should be released (or not) due to issues of sensitivity or access. Situational context must be built into each report to explain data and information findings. Partnership screening of implementation partners is essential to avoid a perception of bias of implementing partners. Likewise, considering partnership with agencies such as the Asia Foundation undertaking similar but more detailed studies could be considered in Phase II.

Table Summarizing use of CFP Products

Target Audience	Most relevant or used product (not excluding use of other products)	Rationale for use
Media/journalist	Open Mic	Information is accessible and easily adaptable into programming. Q&A format is popular and mixed with local issues in some places.
Front line staff (i.e. social mobilizers)	Open Mic	Information is accessible and easily adaptable into programming. Q&A format is popular and mixed with local issues in some places.
Programme Managers or	CFP District Level Report	
MEAL or Accountability	CFP District Level Report	
District Government	CFP District Level Report	
Partners (i.e. Accountability Lab)	Open Mic	Information is accessible and easily adaptable into programming. Q&A format is popular and mixed with local issues in some places.

RECOMMENDATIONS

The recommendations below focus on CFP within the Nepal context for this project and also provide guidance for future CFP models globally.

Strategic and leadership

1) To operationalize accountability within the reconstruction and recovery phase and into other (non-earthquake) high-risk districts, CFP Nepal should be continued. CFP has demonstrated added value with regard to the coordination of a common service to aggregate feedback data and advocate for accountability to affected populations.

2) In the current reconstruction phase, CFP Nepal work with key stakeholders at a strategic level to:

▸ Support the HCT / ICCG / donors / humanitarian partners to agree on how the government reconstruction planning will be adapted for course correction as a result of community feedback from CFP, particularly in the reconstruction and recovery phase.
▸ Organize a high-level workshop with NRA, HCT and other relevant stakeholders with the aim of planning how to operationalize accountability within the reconstruction and recovery phase and into other (non-earthquake) high-risk districts.
▸ RCO Nepal continues to support the RC, on the analysis of relevant community feedback from CFP to ensure this informs situational awareness of preparedness and reconstruction planning.

3) As part of Emergency Response Preparedness, CFP Nepal work with key stakeholders at a strategic level to:

▸ Map information needs of key stakeholders (ICCG, HCT, donors, national government) within response and recovery settings to provide an estimate of timing on when CFP data and information could assist in supplementing information gaps, particularly in hard to reach places or communities.
▸ Support the HCT/ ICP / ICCG to map existing complaints and feedback (including traditional) mechanisms with the aim of including these within the CFP for Phase II.

4) Delay in project components (staffing, contracting of services, procurement, etc.) should be anticipated in future contexts to deliver a comprehensive common service package in the early stages of the response. Consideration should be given to:

- ▸ Future CFP models should consider agencies hosting the CFP that allow for rapid establishment of a common service over the period of response and recovery/reconstruction. This could consider alternative non-UN hosting agencies.
- ▸ Future CFP models and CFP Nepal ensure pre-agreement funding is established with key national and international partners to support rapid establishment and funding of the Inter-agency Common Feedback Project. UNOCHA and RCO advocate for funding in a transition/recovery phase to ensure that funding is sustained for CFP.

5) As with most responses, turnover of staff was extremely high and this impeded awareness of information products to key stakeholders. UNOCHA and RCO advocate for CFP and highlight within pre-deployment training for HC/RC. In the current recovery context, advocate and highlight CFP as a tool for reconstruction planning to organisations working in Nepal.

6) Future CFP models and CFP Nepal should ensure that ICCG / HCT meetings have a standing agenda item on accountability, specifically reviewing results from the CFP, identifying trends, collectively defining solutions and tracking progress. CFP should also be recognised in planning processes and documents such as the Emergency Response Plan.

7) To ensure the international community has clarity on project's aims and information products, as well as an understanding of integration of CFP product information into important emergency tools and guidance such as displacement tracking, 4ws and needs assessments UNOCHA's regional office and CFP Nepal take part in any planned simulation

Operational and Programme

1) As part of Emergency Response Preparedness and current reconstruction phase CFP Nepal work with key stakeholders at operational level to:

- ▸ Support and advocate to humanitarian partners to agree on how operational programing will be adapted for course correction as a result of community feedback from CFP, particularly in the reconstruction and recovery phase.
- ▸ Support operational stakeholders to ensure that government reconstruction plans are based on findings of community perception surveys.
- ▸ Support coordination of humanitarian agencies / media to translate government reconstruction plans into accessible formats for communicating to communities.
- ▸ Consider the development of partnership screening processes for new contexts and development of clear communication materials on how sampling, validation processes and training of volunteers are undertaken in CFP.

2) CFP Nepal develop or collate a toolkit for new CFP models that outlines steps for set up, information product timelines and suggested staffing structures.

3) Information products of Perception Surveys and Open Mic allow for triangulation and verification of feedback, each product elevating the other service. It is critical that effective coordination exists between Open Mic and Community Perception Surveys to ensure the information products provided are complementary. CFP Nepal continue to support Open Mic within the CFP to ensure it is underpinned and validated by other CFP information products.

4) CFP Nepal support dissemination of Open Mic and other CFP information products at district level to communities to ensure that information is reaching communities through trusted and relevant channels. Work with media development agencies to build understanding of CFP use within media channels.

5) Validation processes exist but remain undocumented and at times ad-hoc. In Phase II CFP Nepal should explore strengthening and documenting these validation processes, as well as communicating these to stakeholders.

6) CFP Nepal continues to support agencies with coordination and collection of community feedback, as well as, advocating to agencies to make available data from feedback and assessments part of the Humanitarian Data Exchange (HDX) for use within CFP.

7) Future CFP models and CFP Nepal amend the community perception survey to align with global standards such as the Core Humanitarian Standard that are used by key operational agencies. CFP Nepal amend Phase II proposal to incorporate specific reference to CHS framework and investigate aligning survey questions to United Nations Development Assistance Framework and local context to reflect development standards.

8) Future CFP models and CFP Nepal ensure data turnaround and dissemination of information products is improved as follows[13]:

  ‣ Data processing, analysis and dissemination of information in the initial response phase is suggested within 48 hours; and
  ‣ Data processing, analysis and dissemination of information in the recovery phase is suggested within 7 days.

9) CFP Nepal continues to improve delivery of the information products to key stakeholders at national and district levels. Instituting a practice of issuing hard copies to national and district government officials is highly recommended.

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[13]Subject to sensitive data collected and analysis generated needs to be reviewed with key stakeholders within the RCO before wider dissemination to ensure reputational risk is minimized that may necessitate longer timeframes.

10) Phase II develop further communication materials on sampling and volunteer training and validation processes in all information CFP products (Open Mic and National and District Feedback Reports), as well as, training DCs and DLOs on the approach to aid clear communication to relevant stakeholders.

11) CFP Nepal in Phase II should include a risk analysis for the reconstruction phase and consideration of existing information standards for release of public information building off existing professional standards for protection work covering release of sensitive information.

12) CFP Nepal develops orientation kit and training for staff based on lesson learned from training already undertaken that includes how to undertake stakeholder mapping, conflict management and advocacy.

13) CFP Nepal in Phase II considers existing feedback mechanisms, particularly at district government level, and the sustainability and handover to Government of Nepal (NRA and district level feedback mechanisms). Amend Phase II proposal to highlight integration into existing structures.

ANNEX

Methodology of evaluation

The objectives of the evaluation were best explored using a qualitative approach that examined the processes, and outcomes of those processes of the CFP.

To accomplish this, a comprehensive picture of the experiences and perceptions of the CFP was obtained from key informants and analysed using framework analysis.

Data Collection

The chosen qualitative data collection methods included:

1. Qualitative semi-structured interviews conducted face to face or via Skype of 61 key informants. Annex 1 contains a list of key informants.
2. A desk-based review of key documents generated by the CFP, as well as evaluations and other relevant documentation, made available by key stakeholders such as the CDAC-N, DFID, CFP, humanitarian stakeholders and government. Annex 2 contains a list of desk study documents.

The choice of semi-structured interview method was made to address the key evaluation questions that required an examination of 'why' and 'how' the CFP outputs rather than 'what' and 'how much'.

A cluster sampling of potential key informants was undertaken by dividing informants into groups along the lines of humanitarians (INGOs, NGOs), UN, media agencies, Red Cross Red Crescent and government and drawing a sample from each group. Use of CFP outputs by crosscutting areas (gender) were examined. This gave an indicative sample size, aiming to balance the breadth and the depth of the research, keeping the process manageable and not trying to achieve more than was possible in the time available.

The interview questions included a mix of closed-ended questions regarding use of CFP outputs in strategic and operational decision making and opened ended semi-structured interview questions with stakeholders regarding their perception and use of CFP outputs. The interviews captured specific anonymous excerpts from informants to purposefully capture what worked well and what did not work so well.

Data Analysis

The collection of data was analysed on a strategic/leadership level and programmatic level using framework analysis. This approach is commonly used in applied policy research, as well as in management, health and social care research and was deemed to be the most appropriate for this evaluation as it offers a systematic way of analysing qualitative data when answers to specific questions are required. The thematic framework was developed based on the research questions, as well as issues emerging from the desk study and interviews. Data was summarized within a thematic framework to produce the findings and recommendations contained within this report.

Finally, established frameworks and criteria for evaluations of coordinated communication mechanisms were considered in the development of the analytical framework. This includes CDAC's multiple reviews of these mechanisms (Haiti Earthquake, Typhoon Bopha, Typhoon Haiyan). From these reviews six key elements of an effective communication coordination mechanism have emerged as: credibility; establishment and maintenance of appropriate coordination mechanisms; strategic leadership; integration with the existing humanitarian system; training and capacity building; and advocacy.

Selection of Village Development Committees and Districts for Evaluation

The selection of Village Development Committees (VDCs) and Districts aimed to provide a comparison between field locations based on characteristics that included:

1. Centre that employed a District Liaison Officers (DLO) and those without;
2. High levels of earthquake damage vs. lower levels; and
3. Accessibility due to the ongoing fuel crisis.

Location of VDC and Districts	Criteria for selecting field locations for CFP Evaluation
Chautara, District - Sindhupalchowk	Duty station of CFP DLO; District Coordinator of Accountability Lab present; Urban Area; Accessible; Heavily destroyed by earthquake; High turnover of CDOs and LDOs.
Dhading Besi, District - Dhading	No CFP DLO; District coordinator of Accountability Lab present; Urban Area; Accessible.
Gorkha Bazar Prithivinarayan Municipality, District – Gorkha	Duty station CFP DLO; District coordinator of Accountability Lab present; District of epicentre of earthquake. One door policy for relief and support to affected populations.

Key evaluation challenges

The table below summarizes the key challenges the evaluation faced.

No.	Key challenges	Potential (High, Medium, Low)	Solution / mitigation
1.	Turnover of key informants making them unavailable for collection of evaluation data, in particular those attending ICCG or HCT.	High	Secondary data was sourced as much as possible where gaps existed.
2.	Attributing CFP information outputs and activities to decisions or programming changes at strategic or operational levels.	Medium	The methodology was designed to unpack this detail where possible and to gather data examples of change at strategic and operational level.
3.	The fuel crisis was ongoing during the data-gathering phase of the evaluation and constrained travel to more remote areas.	High	The methodology was designed to target as much as possible informants where access is difficult. Interviews were conducted by telephone to mitigate this constraint.

Acronyms

ACORAB	Association of Community Radio Broadcasters Nepal
AIN	Association of International NGOs
CDAC-N	Communicating with Disaster Affected Communities Network
CDO	Chief District Office
CFP	Common Feedback Project
CHS	Core Humanitarian Standard
CwC	Communicating with Communities
DC	District Coordinators
DDRC	District Disaster Relief Committee
DFID	Department for International Development
DLSA	District Lead Support Agency
DPRP	District Preparedness and Response Plans
DLO	District Liaison Officer
DDRC	District Disaster Relief Committee
GT	Ground Truth Solutions
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HRP	Humanitarian Response Plan
ICCG	Inter Cluster Coordination Group
ICP	Information Coordination Platform
IOM	International Organization for Migration
INGO	International Non-Government Organisation
NDRC	National Disaster Response Committee
NRRC	Nepal Risk Reduction Consortium
NGO	Non-Governmental organization
UNDP	United National Development Programme
UNOCHA	United Nations Office for the Coordination of Humanitarian Assistance
RCO	Resident Coordinators Office
UNICEF	United Nations Children's Emergency Fund
UNFPA	United Nations Population Fund
VDC	Village Development Committee

Key Informants

	Name	Title, Organization
1.	Rudrajit Das	Chief, Communication for Development, UNICEF Nepal.
2.	Kristine Blokhus	Deputy Representative, UNFPA, Nepal.
3.	Suman Parajuli	Accountability Officer, WFP, Nepal.
4.	Sara Moussavi	Programme Advisor, Head of Information Management, Global Food Security Cluster, WFP, Rome.
5.	Marie Sophie Pettersson	Coordination Analyst, UN Women, Nepal.
6.	Arun Kanta Paudel	Acting Head of Office, IOM, Gorkha
7.	Peter Rees-Gildea	Coordinator for Residual Humanitarian Needs, Nepal.
8.	Stewart Davies	Regional UNOCHA CwC, UNOCHA, Thailand.
9.	Giovanni Congi	Project Manager, CFP, Nepal.
10.	Nikki Bailey	Research and Learning Officer (former), CDAC, London.
11.	Jessica Stanford	DLSA Secretariat, Nepal.
12.	Ujjwal Amatya	Strategy Analyst, World Vision International (WVI), Nepal.
13.	Tara Bajracharya	Manager, Monitoring Evaluation Accountability Learning, Save the Children, Nepal.
14.	Madhav Prasad Dhakal	Program Manager, CARE, Gorkha.
15.	Silu Shrestha	Meal Officer, OXFAM, Gorkha.
16.	Tularam Bishwakarma	Accountability Officer, World Vision International (WVI),
17.	Mark South	Community Engagement Advisor, IFRC, Nepal.
18.	Andy Murray	Statistics Adviser and Results Lead, DFID, Nepal.
19.	Nicola Murray	Disaster Resilience Manager, DFID, Nepal.
20.	Andy Wheatley	Humanitarian Advisor, DFID, London.
21.	Binod Bhattarai	NRA Communications consultant, UNDP, Nepal.

22	Soham Subedi	Manager, ACORAB, Nepal.
23	Kishor Jung Thapa	Station Manager, Radio Gorkha, Gorkha.
24	Bhim lal Shrestha	Station Manager, Gorkhali FM, Gorkha
25	Arjun Gautam	Radio Jockey, Chameli ko Katha, Radio Kalinchowk.
26	Prem Raj Giri	Local Development Officer, District Development Committee, Gorkha.
27	Toyanath Angai	VDC Secretary, Bunkot, Gorkha.
28	Pranav Budhathoki	Local Interventions Group, Nepal.
29	Narayan Adhikari	Accountability Lab, Nepal.
30	Dinesh Thapa	District Coordinator, Accountability Lab, Sindhupalchowk.
31	Shanti Shrestha	Save the Children, Sindhupalchowk.
32	Rajendra Sharma	Janahit NGO, Sindhupalchowk.
33	Anirudra Nepal	DDRC Focal Person, Sindhupalchowk.
34	Niva Bajracharya	OXFAM, Sindhupalchowk.
35	Manish Gautam	UNDP, Sindhupalchowk.
36	Sarina Maharjan	World Vision International, Sindhupalchowk
37	Ratna Prashad Shrestha	Radio Sindhu, Sindhupalchowk
38	Youbray Rokha	DLSA Coordinator, Sindhupalchowk
39	Ghuwancshwur Lamichane	Municpality Executive Officer, Sindhupalchowk
40	Pabitra Babu Soti	Project Coordinator, Janahit Framin Sewa Committee,
41	Bishow Prakash Subedi	CDO, Dhading
42	Bhagawan Aryal	LDO, Dhading

43	Babu Ram Fyuba	DLSA, Dhading
44	Tribhuwan Paudal	CARE Team Leader, Dhading
45	Kabita Etani	Programme Officer, Action Nepal, Dhading
46	Damodar Aryal	Chairman, NGO Federation, Dhading
47	Kabindra Burlakoti	General Secretary, Focus Nepal, Dhading
48	Raja Ram Sharma	Station Manager, Radio Dhading, Dhading
49	Murari Adhakari	Journalist, Kathmandu Post, Dhading
50	Dilip Bhandari	Division Chief, DUDBC, Dhading
51	Bronwyn Russel	Humanitarian Affairs Officer, CFP, Nepal
52	Moira Reddick	Resilience Advisor and NRRC Secretariat Coordinator, Nepal
53	Romi Gurung	National Liaison Officer, CFP, Nepal
54	Shiva Prasad Adhikari	Team Leader, United Mission to Nepal, Dhading Disaster Response Programme
55	Bhola Piblactam	Information Manager, LDO Office, Dhading
56	Drew Kutschenreuter	Head of Sub-Office, IOM
57	Ishor Ghimire	District Manager, Save the Children
58	Yogesh Subedi	Head of Sub-Office, Oxfam, Dhading
59	Nirajan Subedi	District Liasion Officer, CFP, Gorkha
60	Alexandra Sicotte - Levesque	Global CwC Coordinator, UNOCHA, New York
61	Indu Nepal	Humanitarian Information Manager, Internews, Nepal

Desk Study

N	Document	Organization/Author
1	2nd Bunkot Community Meeting, Gorkha	CFP
2	CFP Report, August 2015	CFP
3	CFP Report, December 2015	CFP
4	CFP Report, July 2015	CFP
5	CFP Report, November 2015	CFP
6	CFP Report, October 2015	CFP
7	CFP Report, September 2015	CFP
8	Community Meeting Bungkot, Gorkha, 2015	CFP
9	Community Meeting Hilepokhari, Gorkha, 2015	CFP
10	Community Meeting, Irkhu, Sindhupalchowk, 2015	CFP
11	Community Meeting, Kunhinde, Sindhupalchowk, 2015	CFP
12	Community Meeting, Pipal Danda, Sindhupalchowk, 2015	CFP
13	Community Meeting, Sanosirubari, 2015	CFP
14	Community Meeting, Pipaldanda, 2015	CFP
15	Community Meeting, Taple, Gorkha, 2015	
16	Community Meetings, Dolakha, 2015	CFP
17	Community Survey GT Solutions Round 1	Ground Truth Solutions
18	Community Survey GT Solutions Round 2	Ground Truth Solutions
19	Community Survey GT Solutions Round 3	Ground Truth Solutions

N	Document	Organization/Author
20	Issue in Focus - Aid Distribution, 2015	CFP
21	Issue in Focus - Urban v Rural, 2015	CFP
22	Issue in Focus - Youth Feedback, 2015	CFP
23	CFP Survey - July to September, 2015	CFP
24	CFP Survey, November 2015 to January 2016	CFP
25	ToR Communications Campaign	CFP
26	ToR MidTerm Needs Assessment Survey	CFP
27	DFID Nepal Earthquake Response Partner Programme Monitoring, 2015	DFID
28	CDAC CwC Nepal Report DRAFT, 2016	CDAC
29	Global Guidance on AAP for clusters and inter cluster, 2015	UNOCHA
30	UNOCHA Guidance on Community Engagement	UNOCHA
31	STAIT Learning Review Preparedness for Response - Nepal Learning Report 2015	STAIT
32	STAIT Learning Review Preparedness for Response - Global Learning 2015	STAIT
33	Uptake of CFP Findings	CFP
34	Open Mic Bulletins	Internews
35	UNDP Emergency Relief Activities Sindhupalchowk	UNDP

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